

2019

WINTER FORECAST

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- Women's leadership in print
- The state of the industry





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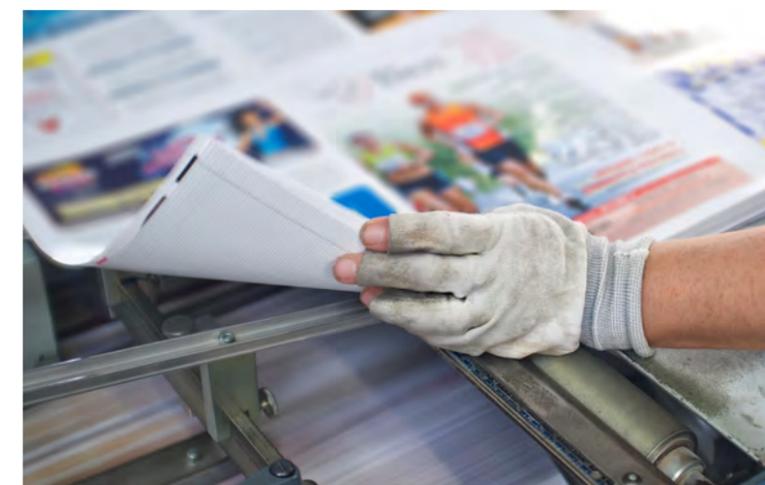
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Leading with Key Performance Indicators

Jim Workman

Vice President, Center for Technology and Research, Printing Industries of America

One aspect of our operational assessments for companies is to delve into what key performance indicators (KPIs) they use to manage the company. Many companies either ignore KPIs or treat them perfunctorily and fail to use them as drivers of improvement.

What is a KPI exactly? In its simplest form, a KPI is a type of performance measurement that helps you understand how your organization or department is performing. A good KPI should act as a compass, helping you and your team understand whether you are taking the right path toward your strategic goals.

(Figure 1)

To be effective, a KPI must be:

- 01 Well-defined and quantifiable
- 02 Routinely measured & communicated to the appropriate staff
- 03 Crucial to achieving your strategic goals
- 04 A measure that individuals trust and can understand how to positively influence

There are dozens of measurements that an organization could use, from high-level measures like employee turnover to department measures like press uptime. The “key” part of KPIs means companies should choose a select few that best align with their goals. Executives can be torn between adding more detailed KPIs or focusing in on a smaller, simplified set. Too many measures can lead to failure to monitor and report timely data. Companies must also guard against the wasted time and effort of collecting KPI data but not using it to improve performance.

Annual goals should be set for various KPIs, and companies should benchmark against other companies or industries so they know what is achievable. For example, a company might think that press availability of 80% is good, until it discovers that top performing companies routinely achieve 90%.

Here is a selection of the production-oriented KPIs used throughout the industry. —Some more than others.

(Figure 2)

For small companies not using KPIs yet, a good place to start according to PIA consultant Steve Anzalone is with on-time and in-full delivery (OTIF), spoilage, and customer complaints. These must be carefully defined. For example, what date is used to determine if a delivery was on time? Is it the initial date given to the customer or a revised date that was communicated later? Companies will often boast of high OTIF scores because of how they measure it.

Spoilage can be the trickiest of those three measures. What constitutes spoilage? Our definition is rework, reruns, and other unplanned waste. If it’s measured as a percentage of sales (typical), then what costs are included?

Our spoilage report, released this January, was PIA’s effort to help member companies understand whether their spoilage levels are best in industry, woeful, or somewhere in between. You can read the report for the details at <https://prnt.in/spoilage>, but in short, here’s what we found out: (Figure 3)

Tracking production-related KPIs such as spoilage and using those metrics to seek continual improvement is essential for companies striving to be more efficient and productive than their competitors. In a coming issue of Printing Industries of America: *The Magazine*, we will report on the most commonly used KPIs in the industry and the importance that companies place on them.

Figure 2

Production-Oriented KPIs

- Material yield
- Spoilage rate
- Makeready time
- Overall equipment effectiveness score by key production equipment
- Machine availability
- Machine productivity
- Machine quality
- Press utilization
- Percentage of jobs produced on time in full
- Percentage of jobs produced not right first time
- Average net saleable copies per hour
- Percentage of downtime due to unplanned occurrences

Figure 3

Special Report

- ✓ Many, perhaps most, companies don’t track spoilage as a KPI.
- ✓ Of those that do, almost 75% use a formula of spoilage costs divided by sales revenue.
- ✓ Companies calculate costs of a spoilage incident in different ways, but the most common is accumulating costs from materials, direct labor, machine costs, and overhead.
- ✓ About half the companies attempt to track every incident of spoilage, regard less of dollar size .
- ✓ The best performers are well under 1% annual spoilage as a percentage of sales, even when using fully loaded costs.
- ✓ The survey results show a positive correlation between tracking spoilage rates and profitability.

Why Paper Advocacy? And Why Is Now the Time for Advancing the Movement?

Lisbeth Lyons · Vice President, Government & External Affairs · Printing Industries of America



Private sector companies—banks, retailers, regulated utilities like telecommunications and power companies and the like—long ago started a shift from sending customers printed, mailed communications and billing processes to electronic delivery, generally offering incentives for consumers to make the change. The standard practice was “informed consent,” or requiring a customer to take an action to request the change in communications preference. The Federal Government soon followed that lead—with a twist. Many agencies, such as the Internal Revenue Service, Social Security Administration, and others, sought to go paperless on citizen-facing communications like Social

Security annual statements or tax guide preparation booklets, while others like the Securities and Exchange Commission (SEC) and Food and Drug Administration implemented regulations at the behest of industries under their jurisdiction to end longstanding rules that certain publications be printed. The twist in some cases involved using “notice and implied consent,” or assuming the consumer assented by silence or inaction. Other recent developments include companies trending away from incentivizing customers to go paperless to penalizing them for doing so by charging fees for receiving paper, mailed billing statements, or presenting payment by mailed, paper checks.

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The impact? Americans without access to broadband are disadvantaged by “notice and implied consent” paperless strategies. According to a 2018 Pew Research Center study, only 66 percent of individuals age 65 and over use the internet, compared to 87 percent of those ages 50–64 and 97 percent of younger age groups. Lack of affordability and accessibility are also determined by geography (rural swaths of the country do not have the option of high-speed broadband), lower annual income, and educational attainment. Even for individuals with access to the internet, security concerns due to a multitude of hacking scandals or phishing scams or financial management choices mean some individuals choose to communicate by paper—and should not be penalized for that choice. Obviously, there is also a jobs and supply chain impact to the printing and mailing industry to the switch from paper to e-delivery.



Leading the Charge: Coalition for Paper Options

Enter the Coalition for Paper Options (CPO), which was formed to be “a voice for those who need or want paper-based resources.”

Printing Industries of America was an early member of this movement. As CPO’s mission states, the group “supports the use of technology” and also believes that “the government and private sector should promote digital services and information without discriminating against citizens who want or need traditional access.” CPO’s role in paper advocacy is to seek Federal legislative solutions to ensure paper choice is preserved.

Who Are the Major Players in Paper Advocacy?

In addition to PIA, which has served on the CPO Board of Directors since its inception, there is a diverse group of organizations and companies working toward legislative solutions promoting paper choice. The paper and printing industry itself is part of the mix: American Forest & Paper Association and Envelope Manufacturers Association, for example, are represented on the Board of Directors. But the advocacy movement goes beyond the print manufacturing supply chain. Highlighting populations that are disproportionately impacted negatively by limited paper choice is the National Grange (a leading voice for America’s farmers, ranchers, and rural communities, which has authored op-eds on the issue in Capitol Hill publications) and the AARP, a powerful force in Washington, D.C.

that has sent letters to Senators and Representatives warning of e-only delivery problems facing the senior citizen age group.

Postal employment unions are in the mix, too: the National Association of Letter Carriers and the American Postal Workers Union speak to the broad job impact of reducing printed, mailed communications and work with CPO to present a united business-labor front—not always a common occurrence in policy debates in the nation’s capital. Finally, the highly respected National Consumers League and Consumer Action interest groups bring a strong voice to not only protect consumers disadvantaged by paperless communications, but also to stand up for the rights of individuals to choose how they want to communicate with companies and the government without fees or penalties for doing so. Other organizations continue to step up to lead the charge on paper advocacy; CPO expects 2019 to kick off with its most robust cross-section of issue champions to date.

Want to Learn More or Get Involved?

PIA invites interested member companies and industry allies to learn more at www.paperoptions.org.

Awakening the Printer that Lives in All of Us

This piece was originally published for The Graphic Imaging Program at Cincinnati State College.

Where would life be without print? Obviously, there would be no books, magazines, and printed catalogs, and most of your clothing would be plain clothing with no printed patterns. No wallpaper, wrapping paper, cards, printed boxes, or packaging: life would be very simple and plain without printing. Not to mention, every new generation would have to reinvent the wheel because knowledge would not be mass-produced. When you think about it, life revolves around print.

Here you will find **21 suggestions** on how you can make our world more knowledgeable about great career opportunities in print media.

Present a “Packaging Day.”

Invite fifth, sixth, seventh, and eighth grade students to see why we are so excited about manufacturing labels, boxes, etc. Set up learning stations in your plant to show off the steps for manufacturing printed goods. Make sure you have cool printed gifts to give away to the students to take home to remember this event. Make sure you have materials that promote possible careers in print as well as those showing the many opportunities in print. Include a list of colleges where there are programs that teach the skills and knowledge needed for our industry.

Sponsor a citywide Open House.

Coordinate a date with your company and other local printers to sponsor a citywide open house. Using your local media, invite the community to come in and see what you are all about. Use the ideas in the tip above during your open house. Make this a yearly event for maximum impact.

Help your HR department to promote careers in print.

When you receive under-qualified applicants to a job posting, encourage them to get more training in print technology at a local college or online as preparation for a better job in the future. Create a handout to email or give to the applicants that will lead to future print media training for them.

Start a high school ambassador program.

If you are serious about building an ongoing recruiting program with a local high school and are willing to invest at least four hours a month for six years, then the Ambassador Program is for you. Pick a high school in your community—perhaps a technical school or one that serves a working-class community—and build a relationship with a high school teacher. Then offer to give a lecture on the printing industry or give them a tour of your facility.

Invite the art community to join you.

Create an event where you bring the art community into your operation to see how their art is printed and see how they can find a fulfilling career in print media. Art feeds the soul of a visual artist, but a job in print will feed their stomach.

Consider home school programs.

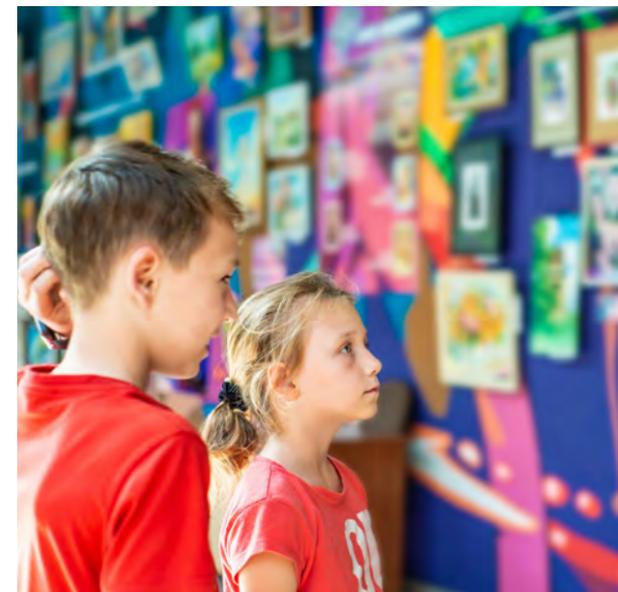
Do not overlook home-schooled students. They can be some of the best workers out there. There is probably an association in your community that you can connect with to expose them to print media.

Create a print media mailing campaign.

Create a mailing list of high school teachers in your area and send out a die-cut calendar each month, or create your own holiday cards to mail to them each month. Find out the teacher’s birthday and send a card. Be intentional to send them something each month.

Celebrate birthdays.

Observe Ben Franklin’s birthday or Gutenberg’s birthday each year. Have an event that just makes people aware of the strength of the printing industry. Make sure someone takes photos to use on your social media. Once again, use your local media to invite the community to come in and see what you are all about.



Sponsor a 5k to promote printing, coupled with a worthy cause.

This would be a bigger commitment, but starting small the first year and building each year thereafter can push your event toward success and more exposure. Research other 5k events and copy the things that you like. Tie in a charitable organization to increase media exposure. At the event, show off the advantages of print media, like printing the runners’ numbers, gift bags, banners, t-shirts, and more in-house! This event will also create a very positive feeling for your company in your community.

Use local media to your advantage.

Have your marketing department create media kits and write news releases to send to the local and city newspapers in your area on a monthly basis. Put the success of print in the minds of the people in your community.

Work with your local print media communities to create a billboard campaign.

Several print media companies working together to create a billboard campaign in several locations can create a powerful awareness of print media in your community. Most billboard companies offer a 30- or 60-day placement contract. Be sure to add a website so people can learn all the advantages of working in the industry and at your company.

Employ bullet journals.

Create a bullet journal or an artist’s scratchpad. Include lots of cool facts and figures about careers in art and print. Make sure you add materials about the strength of the printing industry. Also, contact art teachers in your area for input about the content of the bullet journal. If you succeed in getting art teachers to buy into using these journals in their classrooms, you’ve taken one more step to putting our industry on a student’s radar for a possible career choice.

Get involved with colleges that teach printing.

Like you would do for a high school, build a relationship with a local printing college in your area.

A Gift to Elder High School from Friends of Print

Creating a new printing program! Taking a page from the guidelines of “Awakening the Printer,” a new printing program has been created at an Ohio high school. In December 2018, the Friends of Print placed a brand-new wide-format inkjet printer at Elder High School. This donation will expose the students at Elder High School to the great career opportunities in print media in Greater Cincinnati. This is just the beginning! In the 1970s, there were over 50 high schools teaching printing; today there are only two. Our goal is by 2025 to build 25 graphic imaging high school programs.

The companies that are making this happen: Cincinnati State, the Tag Label Manufacturing Institution, Liberty Marking Systems, KAO Collins Inc., and DSC Office System.

Create a 30-second TV commercial.

Why not advertise your company and our industry on TV or in a video clip on YouTube? Videos are powerful tools to use in making people aware of our industry. Video topics could include:

How the CMYK color process works

Different types of presses in your shop

How a product goes from design to print

A day in the life of a printer

Talk up print to your family, friends, and acquaintances.

Becoming passionate ambassadors for the industry is really the best advertising! During the holidays, talk to your nieces and nephews, encouraging them to think about print as a career choice. Carry with you at all times a small card to promote the printing industry and give it to people you meet throughout your day!

Write a play or TV series.

The fastest way to put print as a career choice in the public consciousness is to have a modern-day drama or comedy that takes place in a print media company.

Create a new printing program .

In the 70s and 80s, over half of the high schools across the country had a printing program that taught print media. Today, it's a lucky break if there are one or two programs in your city. A positive way to reverse this unfortunate trend is to rebuild printing programs in your local high schools. To make an easy sell to the school, consider using more in-depth curriculum as is or edited to suit the school's needs. Consider asking experienced employees to participate in classes and sponsor the equipment (including inkjet printers or screen printing equipment) and supplies to the school.

Offer a summer job program.

Work with local high schools and colleges to create a summer job program. Most high school students want a summer job; make this more than just a job. Have an orientation program on how to advance in your company, a folder full of facts and figures on the strengths of the industry, and give them a company t-shirt. Put them to work in meaningful ways that allow them to learn “on the job.” You could be grooming your next great employee.

Advertise in an artist-targeted newspaper or magazine.

Start advertising in an artist-targeted newspaper, magazine, or journal in your area. You probably have a newspaper in your community dedicated to the art community. Start creating clever ads to promote the industry. This is an excellent space to promote any events you're sponsoring (or provide printed materials for) as well as job openings and opportunities.

Sponsor a paper airplane contest.

Like the 5k race, this will take planning; however, it can be a great community builder for your business. Get your local paper supplier involved with this event. Make it fun for everyone!

Honor a local teacher.

Find a teacher in your community who is teaching print media and honor them with a plaque at one of your local printing events. Honoring a teacher is a great time to promote our industry through social media and the local news.

ABOUT THE PROGRAM

The Graphic Imaging Program at Cincinnati State College is the leading source for highly trained professionals entering the printing industry in this area. Many of our graduates go on to earn four-year degrees at other institutions, such as Rochester Institute of Technology and Clemson University. Cincinnati State maintains a sister-school status with both of these institutions, and our graduates enter as either pre-junior or full junior status. When they enter the workforce, these students will move into management and decision-making positions quickly. For more information, contact kathleen.freed@cincinnatiastate.edu



Pictured above: L-R Gary Walton, Professor Emeritus, Cincinnati State; Dan Muenster, President of TLMI; Brain Beam, President of Liberty Marking System; Kristin Adams, Marketing Manager of KAO Collins; Bernie Regan, President of DSC Office System

Customer Experience: #1 Priority for Business in 2019

What is Customer Experience (CX)?

Unlike customer service, Customer experience is your customers' perception of how your business treats them.¹



CX + Multiple Contact Channels

- 75% of people expect a consistent contact experience
- 92% of organizations that view CX as a differentiator offer multiple contact channels to engage with customers, such as:

Email
Social Media
Chat

Mobile Support
Self Service Applications
Help Desk

Customer Experience vs. Customer Service

Compared to customer service, **CX**:

- Focuses on more than a single customer interaction
- Follows the entire customer journey, online and offline²
- Builds a long-term relationship with customers
- Extends beyond the customer service department

Why a Focus on CX?

- 74% of senior executives believe CX influences customer loyalty³
- Engaged customers buy 50% more frequently and
- They also spend 200% more each year⁴
- Customers who have had positive CX are 5x more likely to recommend a company⁵

Create a CX strategy

- Create a CX vision for your company
- Tip: Use your company's principles and values as a starting point
- Understand your customer's behavior, demographics, and interests and create customer profiles
- Build training programs and incentives for all employees who help to improve CX
- Implement the right channels to engage with customers online and offline

SOURCES:

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Customers, Sales Reps, and Operations—Focused on Results that Matter

Mike Philie,
The Philie Group



Customers don't usually wake up in the morning and say, "I think I'll buy some printing today!" Most buyers multi task, and print buying is one of their many responsibilities. Buyers look at print and print-related services as a solution to the task or the problem they are working on. That could be an upcoming event, the need to raise money for the foundation, sales material for their reps, and/or signage for their retail space. That is their focus for print.

Sales people are motivated and paid to sell print. The really good ones are motivated to help their clients solve problems. Sales people think of their role as a conduit between the buyer and the finished product—like a concierge for print. They help guide the buyer down the right path and ultimately get them what they need.

The operations side of the triangle aims to produce a product that meets, or beats, the client's quality and schedule expectations, maximize their production efficiencies, and drive out unnecessary costs. Their job is to keep the trains running on schedule while dealing with the many variables that can take place before a project is even released to print. This group is usually isolated from direct contact with the end customer, yet their consistency and reliability is what the client expects.

How They Interact

It often begins with a request for quotation. If it is a complicated project, clients might engage the rep to help plan the project beforehand. Most buyers welcome status updates on their project and certainly would want to be notified of any issues that will influence the price, schedule, or quality of the finished project. This ongoing communication is typically done through emails and phone calls from the sales rep or CSR.

Sales reps wear two hats: a proactive one to find new business and a reactive one to care for the projects they have sold. The reactive



side can fall into two camps—those who follow every detail of each of their projects and are the go-to for any questions that come up and those who work together with a customer service rep. The customer service rep's role is to handle all the transaction details of the project once it is awarded to the printer. A rep's day can be filled with endless email correspondence.

Focused on Results That Matter

Agree on a common goal and on the results that matter. That goal should be to deliver for the customer in a way that makes them want to use you all the time. Printers have a keen sense for what they do well and can articulate why clients should buy from them. Alignment with operations confirms the type of products and under what circumstances they can consistently deliver on. This alignment also allows sales to attract and retain the proper relationships that can foster long-term success. Having a company-wide client-centric approach is one way printers can stay focused on the goals that matter. The magic happens when buyers trust the strength of the business relationship and the printer makes it easy for the buyer to do business with them.

What to Expect in the Near Future?

Endless email strings with pertinent instructions and endless back-and-forth dialog only create opportunities for failure and disappointment. Look for printers to replace email strings with project management applications that are client/project specific and integrated with email. Also look for more printers to make a dent in minimizing the number of non-value-added touches in their internal workflow.

ABOUT THE AUTHOR

Changing the trajectory of a business is difficult to do while simultaneously managing your core competencies. Mike provides strategy and insight to owners and CEOs in the graphic communications industry by providing direct and realistic assessments, not being afraid to voice the unpopular opinion, and helping leaders navigate change through common sense and a practical approach. He provides no-nonsense tools for organizational change, performance management, and strategic sales growth.

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Mentoring Alliance Will Help Future Leaders Shine



Adriane Harrison

Director, Human Relations
Printing Industries of America

Throughout history, the printing industry has enabled revolutions around the globe. The printed Bible was a game changer for Christianity. Innumerable political dynasties were built with the help of printing. The first “Information Age” was the result of reaching a mass audience through printed newspapers, magazines, and pamphlets. All of these eras flourished with a big assist from print.

So, can the industry that helped transform the world also transform itself? Absolutely. Over time, technological changes have been dramatic and sophisticated. The multi-platform business model has changed and transformed regional printers to national media companies. Right now, the front office is being transformed from a male-only bastion to a place where women

are welcome in ownership, C-level, and management positions. Women are working hard to promote themselves individually and as a group, using multiple strategies to find personal and professional success in the printing industry.

Networking is a critical strategy that has contributed to women having greater visibility in the printing industry. The first major industry networking movement was born in 2009, when the Girls Who Print group was created on LinkedIn. Girls Who Print now has more than 6000 women-only participants, demonstrating the substantial interest women have in meeting and promoting the achievements of one another in the industry. The Women In Print Alliance was created in 2017 to attract, retain, and recognize women in the printing industry by the Specialty Graphics Imaging Association. Last year, Printing Industries of America created a Women’s Leadership in Print event at its annual President’s Conference. The event enabled a dialogue between the attendees and female print executives about pathways and barriers to achieving industry success.

This year, PIA has partnered with Girls Who Print to create the Women’s Print Mentoring Network, an industry-wide opportunity for women to engage in a mentor-mentee relationship that will catalyze the ascension of women to participate and lead in the printing industry. The goal for the Mentoring Network is to help women learn from industry veterans how to

negotiate promotions and salaries and take control of their career path with the valuable insight of women who have traveled the path before them. The musical artist and master of messaging, Beyoncé, said that “We need to reshape our own perception of how we view ourselves. We have to step up as women and take the lead.” The Mentoring Network will help women take the lead in their careers.

A few years ago, writer and podcaster Ann Freidman realized that an “associative property of awesomeness” exists and that women surrounded by professionally supportive, smart, powerful women can benefit from it. Dubbed the “Shine Theory,” it is based on the premise that “if you don’t shine, I don’t shine.” Through the Shine Theory technique, women amplify each other’s participation, ideas, and achievements. This highlights their work and ensures that others do not take credit for their ideas. It also gives women “true confidence” and that, Friedman says, is infectious. The Mentoring Network shares the idea that women can help each other shine.

Look for more information about the Mentoring Network when it rolls out this spring. All women in the industry are invited and encouraged to participate. Women seeking mentors might be new to the industry, returning after a break from the industry, or ready to break through the glass ceiling. Mentors will be advisors that help them shine.

SMART CHANGE STARTS HERE

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—Adam DeMaestri, CEO and President, BR Printers

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Learning, Networking, and More Awaits You at This Year's President's Conference

Jenn Strang
Director, Marketing
Printing Industries of America

Print leaders from companies large and small will gather in Phoenix this March for the 2019 President's Conference. This year's lineup features an impressive list of keynote and breakout presenters curated especially for the modern business owner and manager. Based off of feedback from previous attendees, Joe Marin, Vice-President of Education & Training for Printing Industries of America, sought to develop a robust variety of topics covering everything from tapping into the Millennial mind to data security to pushing the envelope through culture innovation in the workplace.

"This event is such a draw to business leaders. It's an opportunity for them to learn, but also share their experiences and talk about their day-to-day struggles and triumphs,"
— Joe Marin

"It also doesn't hurt that we hold the event in such an amazing setting. I might be a little biased though since I live here year-round."

Along with the great learning opportunities this year will be a unique tour unlike any other. Built into the schedule for all attendees is a visit to the cutting-edge facility at Runbeck Election Services. "This facility is truly remarkable. The amount of detailed effort that goes into the production of a single election ballot is impressive, but at this volume it's astounding," said Marin.

The President's Conference will be held March 3-5, 2019 at the Phoenix Marriott Resort at the Buttes. This stunning property, situated mountainside, has breathtaking views of the desert-scape and is conveniently located near restaurants, golf courses, and shopping venues. The conference weekend was selected especially because it coincides with the opening weekend of Spring Training baseball in case any attendees may want to catch a game.

For more information about the President's Conference, visit www.presidentconference.com. Forecast readers can take an additional \$50 off with promo code **FORECAST50**.



PRESIDENT'S CONFERENCE

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Keynote Speakers:



Next Generation Engagement: Proven Strategies to Attract and Retain Millennial Talent

Ryan Jenkins, Keynote Speaker, Author, and Inc.com Columnist, Next Generation Insights

66% of Millennials expect to leave their organization by the end of 2020. The absence of Millennial loyalty and engagement represents a serious threat to the longevity of any business. Get valuable insights, facts, and steps to attract, retain, and build a strong bench of future leaders.



Five Effective Strategies to Create a Consistently Innovative Culture

Ellenore Angelidis, former Amazon Executive and founder and Board President of the Open Hearts Big Dreams Fund

Leaders in all industries strive for innovation as part of their culture, but few achieve it. Invention can come from anyone within your organization—but only if you cultivate an atmosphere that inspires employees to share their best ideas. Learn five impactful, real-world strategies that you can incorporate today in your business to foster an everyday culture of innovation.



Inspire Change with Disruptive Wonder

Kelli Anderson, Designer, Paper Engineer, kellianderson.com

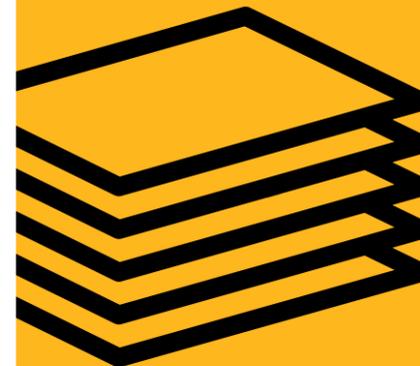
Changing means rejecting complacency and the normal order of things. In this inspirational and entertaining session, artist, designer, tinkerer, and Ted-Talk speaker Kelli Anderson uses her designs as examples to show how an avenue to finding better opportunities is by making disruptions—large or small—that are sitting right in front of you!



I Know Why Your Sales Reps Aren't Selling More

Bill Farquharson, Sales Trainer & Author, [AspireFor](http://AspireFor.com)

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Earn an A+ in Marketing

Jules Van Sant,
Partner, Bubble & Hatch,
a marketing consulting firm

ABOUT THE AUTHOR

Jules' career has spanned the gamut of the communications spectrum, giving her a well-rounded perspective in marketing. She began out of college working at Saatchi & Saatchi in Los Angeles. From there came print production, sales, account management, and business management responsibilities in other agencies and marketing firms as well as commercial print, flexographic, and sign production facilities. Jules held the role of Executive Director with Pacific Printing Industries Association from July 2006 through November 2018. She continues her high-profile presence on national boards, task forces, committees, and industry networking and advocacy initiatives. This paired with her business and marketing acumen gives her a unique perspective as a leader and inspiration catalyst for the print and visual communications industry.

Adapt—Shift your thought process away from putting out fires to creating fireworks and grabbing attention. Write a story that goes after your targets and share it internally and externally. Tell it with signage throughout the shop, email signatures, simple collateral, direct mail, and leave behinds that utilize your technology and unique capabilities (enhanced, variable-data printing, die cutting, digital prowess, etc.).

Attain—Create a marketing plan that can be executed within all aspects of your daily business. Repeat often at the press, via customer service reps, on social media channels, or on a blog on your website. Pick a minimum of 3–5 outreach ways to maintain this storyline throughout the year.

Achieve—Now you're making the grade! Celebrate the wins with all who help you get there. Adjust your story as needed and continue to take a team approach with fresh perspective and buy in. That's how you earn an A+!

TIME FOR CLASS!

How would you grade your marketing efforts?

—Let's evaluate!

- Are your clients buying everything they can from you? Are they aware of all your capabilities?
- Do you have a system to contact your customers for feedback? What do you do with this information? Have you checked your Yelp or Google rating lately? How about Glassdoor?
- How do you track prospects? Do you utilize the very technologies you sell to support your own direct sales efforts?
- Have you taken the time to evaluate the information in your MIS to track the type of work each client is purchasing? Are these projects profitable?
- Have you identified the verticals you shine in? Do the "not yet customers" in this segment know what they're missing? Do they know your story?

Most print companies get a C- when it comes to marketing themselves, but shine on behalf of their current customers... why? The easy answer is they are too busy trying to manufacture stuff. This requires continual attention to process, details, that human interaction thing, and keeping on top of technology and materials. This all takes time, which we only have so much of. Yet, the age of "build it and they will come" has long passed. What we produce is often taken for granted by clients and their customers but it is a key, disruptive part of today's marketing mix.

Time to bring your A+ game and take a moment to market your company and the community inside your facility by creating your story, then tell it regularly to clients and prospects. Growth comes with innovation and investments but doesn't create a return if the business doesn't continue to evolve. Taking some time to add this to your 2019 business planning will not only open up areas of growth, but support better investment choices. Let's break down a team study plan to help raise the grade (many hands make for lighter work)

Align—Gather as much information as possible on your customers' buying habits and write them down. Identify the top three customer profiles (non-profits, manufacturers, Fortune 500, consumer brands, etc.). List the top 3–5 types of products and services they purchase with you. Then get feedback from vendors, your sales reps, and a few key customers (7–10) as to why they buy from you. Use the info along with some instinct to create targets.

Figure 1

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Make These Four Shifts to Better Manage Millennials

Ryan Jenkins
Speaker
Next Generation

In preparation for a recent keynote speech (much like the one I will be delivering at the President's Conference on March 4, 2019, in Tempe, AZ), I met with an individual (we'll call him Rick, though that's not his real name) who manages a team of Millennials who are technicians at a large construction and agricultural equipment dealership. Rick openly shared how he has successfully managed Millennials and was able to improve Millennial turnover by 50 percent in six months.

Four Shifts to Better Manage Millennials

1. Replace managing with coaching.

Rick found that the "my way or the highway" type of management that he relied on for years was not working with Millennials. Instead, Rick began favoring a leadership style of coaching. The most effective coaching happens when leaders prioritize curiosity over instruction. Resist the urge to give advice and instead give in to asking more questions.

Rick also abandoned micromanaging. Instead, Rick allows more margin for his Millennial workers to fail. More failures equate to more opportunities for coaching.

2. Anticipate the boomerang.

Rick realized his perspective on exiting and returning Millennial employees needed to shift. Instead of holding a grudge and viewing former employees as damaged goods, Rick realized the opportunity for turning boomeranging Millennials into the company's strongest ambassadors. Because Millennials are young in their careers and might have limited experience, they may be unaware of how green the grass is currently under their feet.

Rick is now committed to executing exit interviews and leaving the door wide open for Millennials to boomerang back.

3. Adjust feedback frequency.

Like so many other leaders, Rick was faced with the reality of Millennials desiring more feedback at work. In fact, Millennials want 50 percent more feedback than other employees. Rick made tweaks to his schedule and communications to ensure he interacts daily via face-to-face, call/text, and/or email to provide the necessary correction or direction his Millennial employees need to perform well.

Rick also participates by soliciting routine anonymous feedback from his team.

4. Rethink quality candidates.

Rick decided to stop discarding the resumes where Millennial candidates had multiple jobs over just a few years. As work cycles continue to spin faster in today's fast times, job hopping is no longer the red flag it once was. Hopping into the same job over and over is the new red flag.

Rethinking the qualities of an ideal candidate and looking at resumes with a fresh perspective has enabled Rick's pool of qualified candidates to expand. Rick narrows the talent pool by having candid conversations with candidates via phone or Skype early in the recruiting process.

ABOUT THE AUTHOR

Ryan Jenkins is a generations speaker, Inc. Magazine columnist, and author of *The Millennial Manual: The Complete How-To Guide to Manage, Develop, and Engage Millennials at Work*. He helps organizations better lead, engage, and sell to the emerging generations and across generations. Ryan is also a Partner at 21Mill.com, a micro-learning platform dedicated to helping Millennials and Generation Z perform better at work.

Email Ryan at rj@ryan-jenkins.com

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KONICA MINOLTA



Worker Safety, OSHA, and Drug Testing Turmoil

Gary Jones,
Director, Environmental, Health,
and Safety Affairs,
SGIA



Combating drug and alcohol abuse is a continuing problem for employers, and with state legalization of marijuana becoming quite common, employee drug testing and worker safety has been thrust into the forefront. The individual state laws on marijuana legalization for medical and recreational use coupled with the post-accident drug and alcohol testing position issued by the Occupational Safety and Health Administration (OSHA) raises many questions regarding how companies should address this issue.

OSHA's Position on Drug Testing

OSHA's policy on drug testing was nonexistent until the release in May of 2016 of its regulation, "Improve Tracking of Workplace Injuries and Illnesses." While the regulation itself did not directly address the topic of post-accident drug testing, OSHA included a discussion on this topic in the preamble to the final rule. Due to the confusion this created, OSHA subsequently issued a guidance document in October 2016 that created additional questions which led to the release of a clarifying document in October 2018. OSHA clarified that many drug testing programs are not a violation of OSHA requirements.

OSHA identifies that drug testing under the following circumstances is permissible:

- Random drug testing
- Drug testing unrelated to the reporting of a work-related injury or illness
- Drug testing under a state workers' compensation law
- Drug testing under other federal law, such as U.S. Department of Transportation regulations
- Drug testing to evaluate the root cause of a workplace incident that harmed or could have harmed employees



(Continued Page 25)



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Blanket post-accident drug testing is not allowed if it is done to penalize an employee for reporting a work-related injury or illness. If it is conducted under a federal law or done in accordance with a state workers' compensation program, whether mandatory or voluntary, then it is considered acceptable. OSHA has also stated that employers who require drug testing due to discounted rates from the employer's private insurance carrier will not be cited for post-accident testing that mirrors the applicable state workers' compensation law.

If the employer chooses to use drug testing to investigate the root cause of a workplace incident that harmed or could have harmed employees, then all employees whose conduct could have contributed to the incident must be tested, not just employees who reported injuries.

Marijuana

Testing for marijuana use has been a key component of drug testing for quite some time. However, changes in state laws allowing for the legal use of it for medical (and, in some cases, recreational) use has caused confusion regarding its status. Because marijuana is still listed as a drug that has no current accepted medical use by the federal government, many employers assume they can terminate any employee who tests positive for marijuana use.

To date, 33 states plus the District of Columbia have legalized the use of marijuana in some manner. While all of them have legalized it for medical use, only ten states have legalized it for recreational use. Some states prohibit taking adverse action against an applicant or employee due to medical marijuana use while others have said accommodation is not required.

Nevertheless, this does not mean that employers' hands are tied. States and courts generally allow an employer to take disciplinary or other action against an employee if they are or become impaired at work. It is also important to understand that in the case of safety-sensitive positions such as equipment operators, forklift and other powered industrial truck operators, maintenance personnel, delivery and other company vehicle drivers, etc., accommodation may not be possible and more stringent drug-related employment qualifications are allowed. Lastly, the federal government's current position on marijuana means that there is zero tolerance for any driver holding a commercial driver's license.

Summary and Conclusion

OSHA's latest guidance provides additional clarification regarding its position on post-accident and other employee drug testing scenarios. The legalization of marijuana has complicated the traditional approach to drug testing and employment. If drug testing is conducted as part of a company's approach to managing its workforce, they need to examine their current policy and make appropriate revisions based on current state law, its interpretation, and court rulings with understanding the need to establish clear statements on drug and alcohol use for safety sensitive positions.

ABOUT THE AUTHOR

Gary A. Jones is the Director of Environmental, Health and Safety (EHS) Affairs at Specialty Graphic and Imaging Association (SGIA) in Fairfax, VA. His primary responsibility is to monitor and analyze EHS regulatory activities at all domestic and some international government levels. He provides government representation on behalf of the printing and specialty graphic imaging industry. He also provides membership assistance on EHS compliance and sustainability programs through a variety of approaches including responding to inquiries, presentations, writing, and consulting services.



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What's Ahead for the Economy and Print in 2019?

Dr. Ronnie H. Davis,
Senior Vice President and Chief Economist,
Center for Print Economics and Management,
Printing Industries of America

Late last year in the December issue of this publication, we discussed key trends in the economy and print during 2018. In this article, we gaze ahead to our outlook for the economy and print in 2019.

Economic Scenarios for 2019

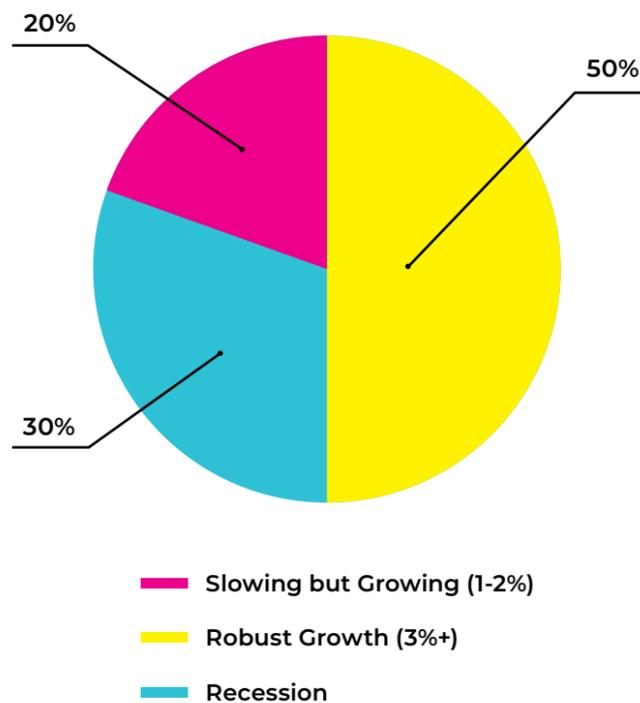


Figure 1

PIA's Economic Outlook for 2019

Will the strong economy continue into 2019? In our view, the economy will most likely continue on a pace of robust, above-recent-trend growth of around 3 percent in 2019. However, as always, economic forecasting is an uncertain game. In that regard, we offer two other entirely possible 2019 economic scenarios:

A “slowing but growing” trend line with GDP retreating back to the 2-percent growth range of 2015–2016

A 2019 recession scenario with total GDP down around 1.5 percent

Of course, additional trajectories are possible, including higher growth or a more serious recession or any hybrid combination of our three scenarios. The percentage likelihood of these three scenarios is a 50-percent chance for robust growth, 20-percent chance of slowing growth, and 30-percent chance for a recession. Note that we have increased the likelihood of recession from last year’s outlook from 25 percent to 30 percent. In our view, the likelihood will increase even more in 2020 if we get through 2019 without one.

Here is how these scenarios might play out:

Continued Strong Growth: This most likely scenario is a continuation of the recent uptick in economic growth. The two key drivers of this prospect are already in place—deregulation and the cut in

corporate taxes. These both increase the competitiveness of the U.S. economy and raise the equilibrium annual growth rate by around 0.5 to 1 percent. So far, the economy has been able to accelerate to this pace by an elastic response in labor force participation and a return to more “animal spirits” in business investment.

Recession: Historically, most recessions are caused by two primary reasons—external shocks such as oil shortages or a financial crisis, or an internal derailing within the economic system typically caused by excess exuberance, leading to overinvestment or disruptions from labor shortages or other bottlenecks that finally results in cutbacks and downsizing. A variation of the second cause is simply the recovery dying of old age as new investment opportunities decline. A case can be made for either of these arising next year or in 2020.

Slower Growth: A slowing but growing economy would be a return to the economic trajectory of the past few years. The likely cause of this path is some combination of the six downside risks listed above. Just two or three of those in combination may not be enough to tip the economy into recession but certainly could shave a full point from the robust growth scenario and leave us with sluggish growth.



Economic Scenarios for 2019

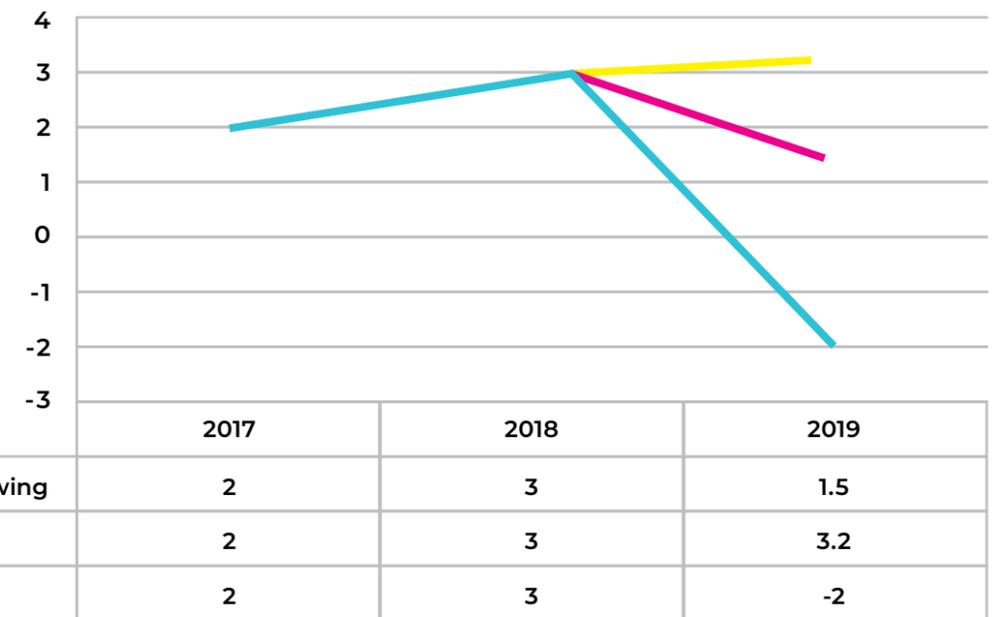
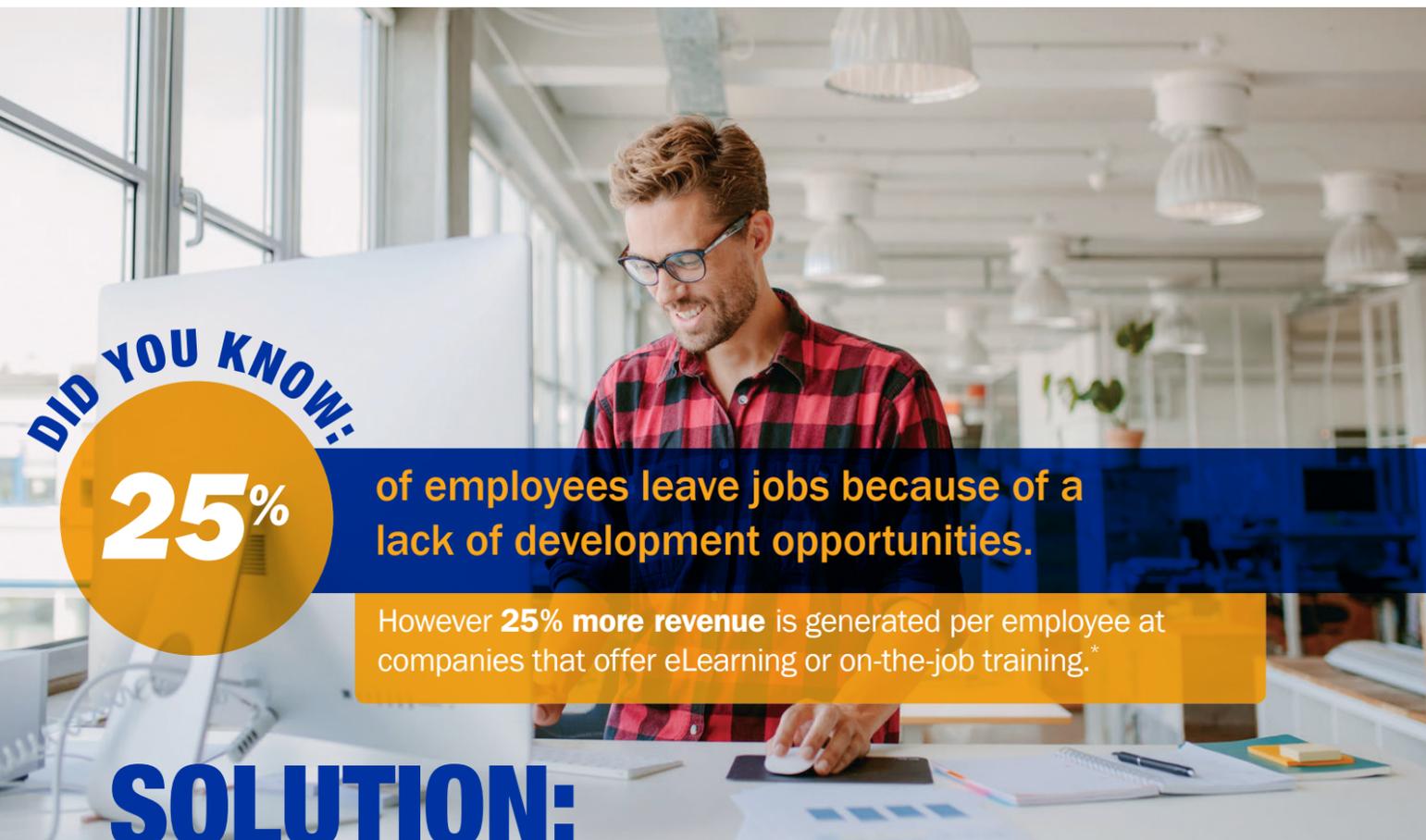


Figure 2



DID YOU KNOW:

25%

of employees leave jobs because of a lack of development opportunities.

However **25% more revenue** is generated per employee at companies that offer eLearning or on-the-job training.*

SOLUTION:

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- Adobe Photoshop for Prepress
- Creating PDFs for Print Production
- SEO Basics
- Data Demo: Making It Relevant
- Sheetfed Offset Lithographic Press
- Building a Data Plan for Variable Data
- InDesign Data Merge for VDP
- The Basics of Prospecting
- Preparing Files for Digital Enhancement

Print in 2019

How will the three economic scenarios impact print in 2019? In our view:

- In the most likely robust-growth scenario (50-percent likelihood), overall print shipments increase by 2-plus percent next year. In terms of industry profitability, the average printer's profit rate would likely increase by about 0.5 percent over trend to around 3.5 percent of sales.
- The recession scenario (up to 30-percent likelihood) would reduce total print and print-related shipments by around 2 to 4 percent next year. The typical printer's profits would dip significantly into negative territory until the recovery is underway.
- The slowing-but-growing scenario (20-percent likelihood) would result in stable or slightly growing overall print sales in 2019. In this scenario, printers' profits dip slightly to around 2.5 percent of sales. (Figure 3)

Printers' Profits: Printers' profits will trend by significantly different paths depending on the economic scenarios:

- In the robust-growth scenario, profits would jump significantly to historic highs of 3.4 percent of sales in 2018 and 3.5 percent of sales in 2019.
- If the economy falls into a recession, in 2018 printers' profits would be wiped out and turned into losses for both 2018 and 2019.

- In the trend scenario, profits would remain at 3 percent of sales for both 2018 and 2019.

Outlook by Print Processes: The current trends regarding print processes will continue in all three economic and print market scenarios. Three print processes that will grow relatively fastest over the next one to two years include:

- Inkjet—both wide-format and production
- Wide-format—particularly digital and inkjet
- Digital toner-based

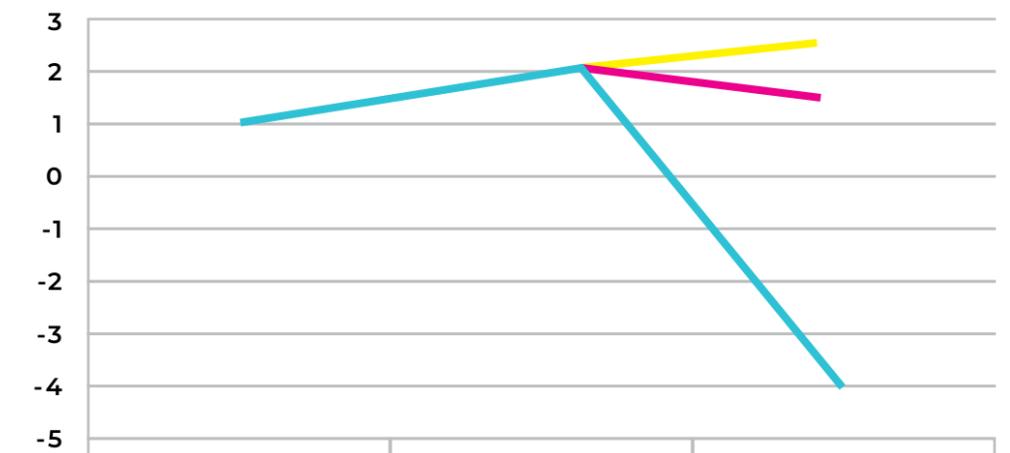
Outlook by Print Market Segments: The current trends for specific print market segments will also likely carry over for the next year in all three scenarios. Five specific print market segments will likely grow at a relatively higher rate than other sectors:

- Packaging and specialty packaging
- Labels and wrappers
- Signage
- Direct mail
- Point-of-purchase

In conclusion, most indicators point to a strong economy and healthy print markets next year. However, as always, there are considerable uncertainties and challenges and printers and suppliers need to be ready to react as conditions change.

Figure 3

Print Scenarios for 2019



	2017	2018	2019
Slowing but Growing	1	2	1.5
Robust Growth	1	2	2.5
Recession	1	2	-4



The Changing Relationship Between Learning and Working

Joseph Marin

Vice President, Education and Training,
Printing Industries of America

If we consider what a typical work-life scenario looked like not so long ago, it consisted of three primary stages—learn, work, retire. It commonly began with attending a technical school, college, or the like and obtaining a certificate or degree that proved that a skillset was learned for a particular career. Next came work—you applied that unique skillset to your job and for the most part, this is what you did in your career. Then you retired. Then you died.

So, what used to be a fairly simple, linear work-life scenario is no longer the case. Going, going, gone are the days where you would learn a thing, go do that thing, and then retire from that thing. Today, there are many more stages to work-life. The most important skill you can learn in school is how to learn (and to that end, how to unlearn, as well). To be nimble in work, you must be able to adapt and transform yourself and do it all over again. This new work-life scenario consists of learning how to learn, then an ongoing cycle of work, learn again, transform, and repeat.

fundamental relationship with education and learning needs to change in order to prepare us for this longevity. How we recruit and how we train, retain, and develop employees needs to be part of this new change.

Ongoing training and development can take many forms. These are three effective options that should be part of your mix:

1. Mentorships. Many companies already have a formal or informal mentoring program for new staff to ensure successful onboarding. However, where this misses the mark is with ongoing career development within an organization. Moving to another position within a company is also another opportunity to take advantage of a mentoring program.

2. Industry conferences and events. Attending live industry conferences, tradeshows, and other events is an important investment in ongoing employee training. I'm a huge proponent of live events since there are not only opportunities to learn from the experts presenting, but also from peers.

3. eLearning. Resources like LinkedIn Learning and the Printing Industries of America iLearning Center are great examples of online training options where industry resources are available anytime at the learner's convenience. In my opinion, one of the great benefits of online courses is that the learner doesn't need to absorb and remember everything presented. What's most important is that when the resource is needed for review, it's available to the learner on-demand.

Printing Industries of America's Learning Resources

To help you support this training mix, Printing Industries of America offers focused industry conference events including Color, President's Conference, and the Continuous Improvement Conference. Printing Industries of America's iLearning Center is an eLearning resource, offering free courses to all printer members as well as important industry certifications. You can find information about our upcoming conferences at www.printing.org/events. Information about the iLearning Center can be found at www.printing.org/ilearning.

Traditional approach to learning & working



Current & future approach to learning & working



(Figure 1) The changing relationship between learning and working.

How is this continuing to change as we move forward? First, the place where we work is also becoming the primary place where we learn. We need to prepare employees for this and offer development and growth opportunities. More importantly, we need to make sure that we ourselves as managers and leaders are also ready to support this new relationship. Our



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Why Am I Not Selling More?

Bill Farquharson
President
Aspire For

No one contacts me when things are going great. I don't get that "just wanted to let you know that business is booming" phone call. Instead, I get the other kind. People call because their business is down and they are somewhere between frustrated and panicked. There are myriad versions, but the core problem, lack of sales, has a one-word solution: fundamentals.

Whether it is sports or selling, it still comes back to the basics. So, when a print sales rep is struggling, he or she must return to the fundamentals and ask four questions:

- 1. Am I making a high-value, well-researched sales call?** It's 2019. There is absolutely no excuse for a rep not doing some pre-call research. Check out the company website. Look up the key contacts on LinkedIn. Google "top 10 marketing mistakes" and pick up some sound bites to insert into sales conversations later on.
- 2. Do I have the right target market?** That question can be answered in various terms: geographic; by industry or company size; and even the title, age, gender, or personality of the person being called on. Every sales rep has a sweet spot, and so does the company he/she works for. This fundamental is never

more apparent than when, say, an older male buyer is replaced by a Millennial female. Yikes! Suddenly, the customer/vendor relationship goes from comfortable to awkward.

3. Do I have an effective prospecting process? Shockingly, 90% of print sales people have no formal, step-by-step system for new business development. Typically, a rep makes an introductory phone call but has no planned next step. It's as if they believe that one call will result in the buyer yelling out, "Everyone! Guess what? A printer called us today. We're saved! Gather your things!"

4. Am I being diligent and pleasantly persistent? Nine out of ten first-time voicemails go without a follow up. Calls are made only when business is down, and all sales activities come to a sudden halt when things pick up. Then, the cycle repeats the next time there is a sales lull.

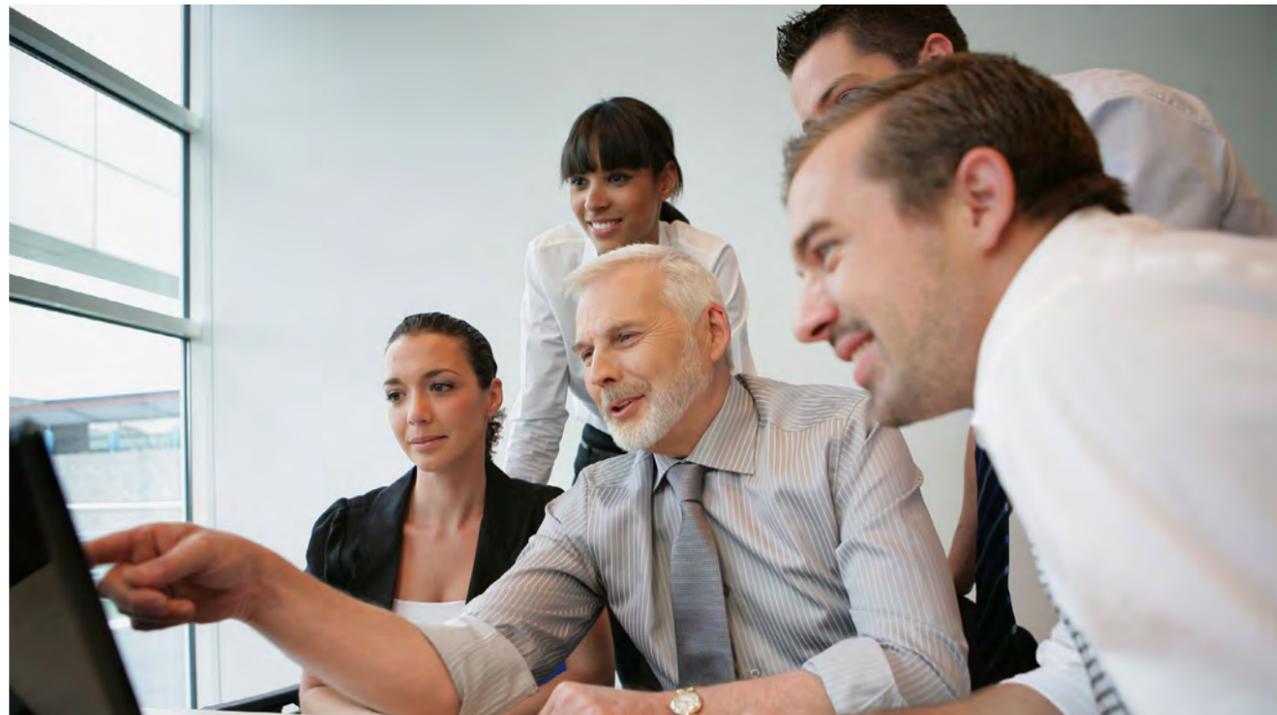
Ask a sales rep, "Why aren't you selling more?" and you'll get a litany of answers no more surprising than the menu at McDonalds: not enough time, prices are too high, no one answers the phone, they already have

a vendor, etc. The common denominator? *It's not my fault.* But the quality of their call, who they call on, their process, and how hard they apply it are 100% theirs to own and change.

Four questions. Answer all four with a "Yes" and sales success is guaranteed. Until then, reps need to examine their approach with brutal honesty. A return to the basics through the diligent engagement of a prospecting process that aims a valuable call at the right target is the best recipe for sales growth. That and attending the PIA President's Conference in March to hear more!

ABOUT THE AUTHOR

Bill Farquharson is a sales trainer with a unique background: He has sold print himself. Digital print, too. Bill's books, *The 25 Best Print Sales Tips Ever!* and *Who's Making Money at Digital/Inkjet Printing...and How?* are both available on Amazon. Additional free content for sales growth is available at BillFarquharson.com.



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Managing Change

Ralph Williams

Assistant Professor of Management,
MTSU

We might need to transform our printing business (maybe a little, maybe a lot).
But how do we execute the change process?

With the increasing variety of print products and processes, shifting customer needs, and the growing assortment of strategies printing companies might apply, all printing business leaders face the possibility of implementing change. Furthermore, waning performance may accentuate the need to implement change. Regardless of the reasons driving the need to facilitate change, managing the change process is vital and potentially as important as the changes themselves. From my study of management, two concepts surfaced that are applicable to managing change: Lewin's change model and business process reengineering.

The first concept, **Lewin's change model**, focuses on addressing attitudes and behaviors and employs three stages to accomplish change. The first stage, known as unfreezing, involves the process of making people aware of a problem and the need for change to address the problem. A major element of unfreezing is leaders' transparent, open, organized, and candid communication of the problem, potential downsides of not addressing the issue, and the urgency of dealing with the problem. Writers have applied "diagnosis" as an analogy for unfreezing. If unfreezing is properly executed, people in the organization are open to change and motivated to contribute.

Consider this example: a printing company's leaders discover spoilage as a percentage of revenue has increased over recent months, and looking deeper, they see a trend that has extended over the past two years. To unfreeze the need for change, the leaders pull the employees together in a meeting and share the spoilage numbers, the related cost, and the potential for losing customers if the problem is not addressed. Further, the leaders may share the potential effects this problem may have on future compensation decisions and the reputation of OUR company.

The second stage in Lewin's model is changing, which involves implementing the necessary transformation. Implementing change should involve a plan that could include explaining the changes, training managers and employees accordingly, ensuring employees have the resources and information needed, and reviewing the change progress. Placing someone, or a group, in a position to design the change plan, implement the change, and monitor progress may help.

Applying the example from above, the leaders may assign a committee the task of overseeing the change process. That process might include specific steps such as contacting PIA to gain knowledge of how similar printing companies manage spoilage, networking with non-competitor firms seeking more ideas, and drawing thoughts from the firm's craftspeople as to how the company might reduce spoilage. Once a plan is developed, the committee would

begin the process of training employees and monitoring the progress of implementing the change and its results.

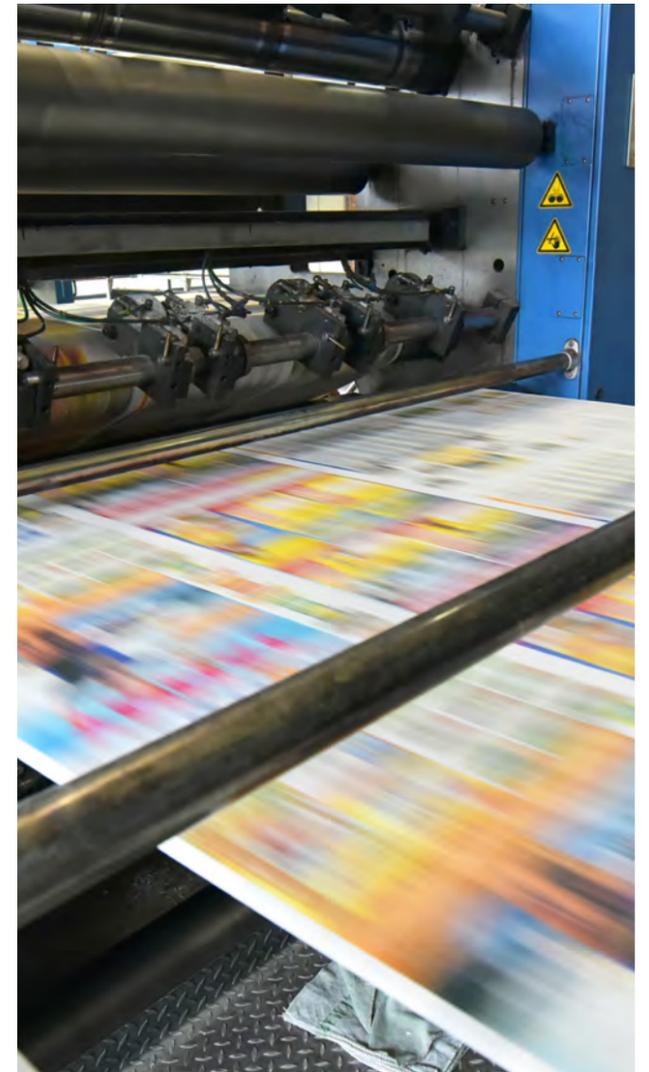
The third stage in Lewin's model is refreezing, which involves planting the change into the culture and norms of the business. To refreeze the changes, leaders may share positive organizational outcomes resulting from the change. Further, leaders may reward those who accept and successfully implement the change—financially, through recognition, or both. And lastly, leaders may applaud the firm's accomplishment of change, a true strategic competitive advantage. In the example discussed above, the leaders could refreeze the changes implemented to reduce spoilage by rewarding and recognizing individuals and the organization as a whole.

Business process reengineering (BPR), the second concept, involves radical change focused on dramatic improvement in performance. Major changes in target market, processes employed, products delivered, organizational reporting relationships, personnel changes, or changing the workflow path represent a few of the potential BPR changes. A precursor to applying BPR is recognition of the significance of the firm's problem(s). For instance, concern over a business's sustainability may drive BPR (e.g., if we do not make major changes, we may not stay in business). Keys to effectively implementing BPR include the following: recognizing a problem's significance (leaders may have their eyes closed), assembling a group capable of addressing the issues and proposing changes (which may include internal and/or external advisors), setting a vision and objectives reflecting the desired outcome, and having scheduled meetings to discuss problems and explore potential solutions. If a printing business needs reengineering, its leaders must see the problem without myopic limitations, openly seek input, and proactively address the problem. A tough challenge, but one I have seen printing company leaders do well!

I hope these thoughts help you as you manage the process of change in your printing businesses. If you would like to discuss these concepts, or would like references, do not hesitate to contact me at ralph.williams@mtsu.edu.

ABOUT THE AUTHOR

Over twenty-five years Dr. Ralph Williams, a thirty-plus year PIA member, served as president of three commercial printing companies (holding an ownership stake in two) and then consulted several printing firms. Ralph earned a Doctorate in Business Administration from the Coles College of Business at Kennesaw State University. Prior to earning his D.B.A., Ralph served as a Management Lecturer at Middle Tennessee State University for six years. After completing his D.B.A., he was appointed Assistant Professor of Management at MTSU. Ralph is actively involved in PIA, conducting management research, speaking at member events, and attending conferences.



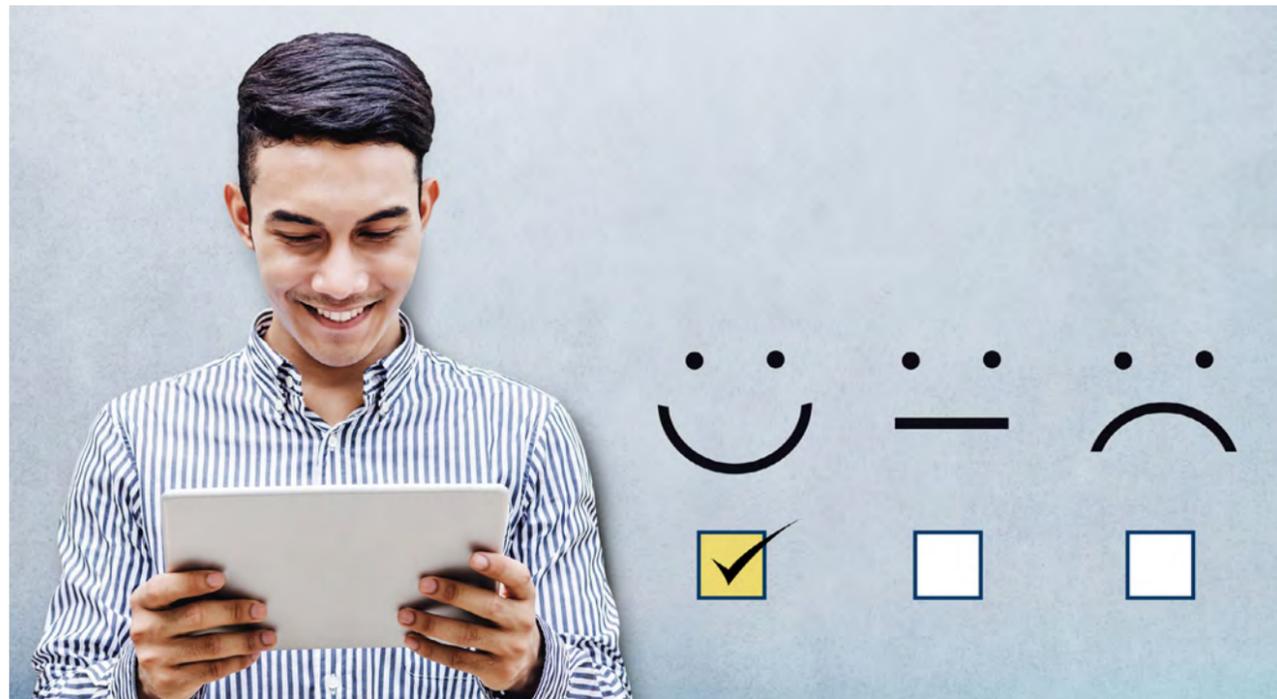


Rebekah Fougere,
Vice President, Client Services
Think2Grow Marketing

Make Customer Experience Your Competitive Differentiator

While in many ways the print industry has changed, in others it remains the same. Even with today's advanced technologies, it's still difficult for many in the industry to compete on anything other than price. For many commercial printers this is old news, but for some it can be a downward spiral. To stay competitive, some choose to sell for less—as a result, their bottom line suffers and the capital they need to grow as a business is constrained. The good news is that there are simple ways printers can differentiate outside of price alone. The following recommendations focus less on manufacturing efficiencies and more on the ultimate success factor of any business—the customer!

“Courteous treatment will make a customer a walking ad.”
— James Cash Penney



Customer Experience Is Key

Charles Schwab once remarked: “We brought prices down, down, down, so they are now essentially commodities. So, if we want to succeed in this business, we have to move toward adding other value to the relationship with our clients.”

Building strong relationships through positive customer experience is the key to competitive differentiation. If the relationships between you and your existing customers are strong, there will be less emphasis on price and more referrals. A RightNow study found that 86% of consumers are willing to pay up to 25% more for a good or service when they've had a positive customer service experience. Here are a few examples of how you can improve in this often-neglected area.

Frequent and Meaningful Communication

A 2017 study found that 84% of people expect brands to create content that provides solutions, is entertaining, or at the very least, informative. Your customers value your expertise and skills, but what they need most is for you to help them solve problems. Customers don't want promotional material—a study by the Economist Group found that 71% of people are turned off by content that seems like a sales pitch. People want knowledge that helps them. By sharing relevant written, video, or audio content, you are providing value to customers, making them more likely to expand business with you and tell others.

Improve the In-Shop Experience

Most people don't get to experience the vibrancy of a print shop every day, and there are at least two considerations here. First, the presentation of your facility is critical. A messy reception area with chipped paint and cluttered counters doesn't inspire confidence. Keep it clean, professional, and filled with proudly displayed samples of your work and messaging. Second, when customers come into your shop (and it's practical) give them a tour. Showing them your well-run operation and other types of work you do lets them see behind the scenes and gives you a chance to demonstrate other applications that might be of interest. As Seneca once said, “Luck is what happens when preparation meets opportunity.” Always turn an in-store visit into a good impression with a personal touch.

Differentiate Through Creative Solutions

As with any communication, the primary goals of print are to inform, educate, and persuade. Showing customers how they can improve impact will position you as a thought-leader. New applications will inspire and excite their imaginations, decreasing their focus on price. Stay current and creative with new ideas and show your clients how to better stand out from the crowd as they struggle to compete. There is a wide range of cost-effective new technologies that produce amazing digital color, foil, varnish, cutting, and coating applications. Whether you buy this equipment or source the work from partners, what helps set you apart is being the “idea people” by showing unique, highly appealing new print applications.

Keep Learning and Improving

The ideas presented here are by no means exhaustive as there are many other ways to differentiate. Join me at the PIA President's Conference in March 2019, where I, along with Think2Grow founder and CEO Randy Fougere, will host an extended session on growing sales through more intelligent and pragmatic marketing. I hope to see you there!

Prediction: Commoditization is here to stay, and printers will have to find new ways, outside of lower pricing, to differentiate themselves from competitors.

ABOUT THE AUTHOR

Rebekah is a results-driven, dynamic marketing executive with over 25 years of proven success in the printing industry. She has an Honours BBA in Marketing from Wilfrid Laurier University and is a Certified Sales Trainer.



Control Inkjet Ink— or Go Home

Paul Dombrowski
Independent ROI Analyst

An ink control system is comprised of the tools and processes to account for ink purchased, consumed, and invoiced for production inkjet platforms. The goal is to account for and invoice 100% of ink usage. Great color with less ink is a different subject.

The size of the prize for implementing an ink control system is attention-worthy. Ink comprises up to 40% of job costs for a web-fed color inkjet press producing books. Operating within 4,000 scheduled hours per year, ink purchases could be 30,000–40,000 liters. Depending on the original equipment manufacturer (OEM), this could be a six- or seven-figure annual ink purchase.

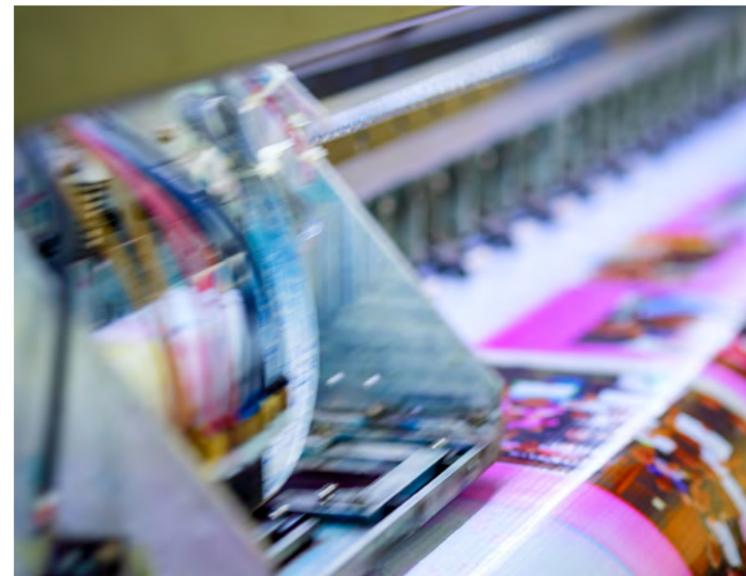
Moreover, ink usage within each book, label, and direct mail piece varies by as much as 18 times. Ink control is essential to precision estimating and invoicing and to be competitive and profitable.

Inkjet press owners who have implemented an ink control system can prove to accounting that approximately 100% of ink purchased was invoiced. A gap in this figure, or even more damaging, not knowing the gap, creates one of two problems for the press owner:

- Undercharge ink usage (loss of revenue)
- Overcharge ink usage (competitive fail)

Estimating and reconciling ink usage for inkjet platforms requires a whole new toolkit and skillset. Learning about the tools is work worth doing pre-purchase; post-purchase, it is continually refining the application of the ink control tools.

OEMs provide tools to give press owners the ink controls required to estimate ink usage before the job is run and report on actual ink usage after the job has run. For Printing Industries of America's second Inkjet Ready! virtual conference event, I interviewed 12 OEMs and asked three questions:



1. What tools are available to estimate ink usage before the job is printed?
2. What tools are available to report ink usage after the job is printed?
3. What is the practical application of these tools?

The OEMs provided an overview of their tools to control ink usage. The tools all have a similar function—measure drop counts. However, the tools of OEMs are unique in the physical operating steps to estimate ink usage and obtain reports after the job is printed.

Ink estimating tools are software applications that process the job file (i.e. book, label, direct mail piece), measure drop counts, and calculate the liters of ink required to produce the job. In the practical application of the tools, one challenge encountered is that printers and converters almost never obtain a job file when the request for an estimate is presented. Another challenge is how to reconcile the estimate with the customer when it differs from the actual ink used to print the job.

Another class of ink control tools report on actual ink usage after the job has run. Ink usage reports are typically delivered from the Digital Front End (DFE)—the “core brain” of the inkjet platform. Accurate ink usage reports, after the job has run, are key to accounting for ink usage.

Pre-purchase is a good time to start exploring how ink will impact the bottom line. Do the work to estimate ink usage for the proposed work for the inkjet platform. Be aware there is ink waste for press maintenance and operating functions. Ink prices vary among OEMs by about two times. The “total cost of ownership” playbook must have solid ink usage (and cost) figures—shun guesstimates.

FIND OUT MORE

For a deeper look, here's a 13-page INK CONTROL GUIDE <http://bit.ly/InkControlGuide>

ABOUT THE AUTHOR

Paul Dombrowski is an independent ROI Analyst for printing equipment.

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Strategies for an Impossible Labor Market

Steve Anzalone
Consultant

After more than 35 years in this industry, I've had the good fortune to have spent the past two and a half of those years as an industry consultant. These last years have afforded me the opportunity to work with dozens of printing companies, and without a doubt a common denominator among virtually all of them has been the tremendous difficulty in acquiring new talent. We are currently in an unprecedented time, one that is seeing the collision of the tightest labor market in decades with the aging out of thousands of baby boomers—all while our industry continues to contract. According to SGIA Chief Economist Andy Paparozzi's most recent data, through October of 2018 the number of employees in the printing industry has fallen to 411,000 from 485,100 in 2009, a drop of 15.3%. At the same time, the U.S. is in "full employment" mode, with unemployment at 3.7%. And finally, AARP estimates that 10,000 baby boomers retire every day, many of them employees in every segment of our mature industry. This presents a real challenge for employers in every business to fill new or existing open positions. Long gone are the days of trading employees with our competitors or placing an

ad and selecting among numerous qualified applicants.

So, what's a printing company to do? Here are a few strategies to consider:

- **Perpetual recruiting.** This simply means that you never stop fielding applicants or interviewing good people, even when you don't have open positions. This may seem like a difficult task, but it can yield dividends when positions open up and you've met, interviewed, and possibly established rapport with an ideal candidate. I've personally experienced situations where two, three, and even five years later I hired someone I patiently kept in contact with.

- **Internships.** If your company isn't utilizing internships, it may be an opportunity to consider. Most colleges and universities seek internships with local employers, and while these students may not be from printing or graphics schools, there are always programs related to many of the other aspects of our businesses, such as accounting, sales and marketing, and logistics. I know of a CFO of a large midwestern commercial printer who started his relationship with his employer as an intern

and five years later returned as a partner in the business.

- **Trade schools.** Our society is very focused on college education, and while a college education is an ideal preparation for today's workplace, it's not achievable for everyone. With fewer and fewer schools teaching print, it's unlikely that candidates will come in ready to run your press or stitcher, but trade schools do a good job of preparing students (many of whom are very mechanically inclined) for jobs in our computer-enabled manufacturing environments.

- **Apprenticeships.** I see, repeatedly, situations where after six or eight months (or even longer) a position remains unfilled while an employer looks for an experienced employee. Just think of the progress that could be made in training someone in that much time! Most printing companies try to run Lean and are very focused on headcount. I'd like to suggest that every company consider adding one or two apprentices and viewing these additional employees as an investment and not merely headcount. These programs are usually the domain of larger firms, but companies of all sizes can manage this process and the results can be

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tremendous. Again, I personally know of several high-level 40-in. press operators that started at the bottom, but these individuals all had one thing in common: a desire and a passion to learn and work hard, but no experience in printing. Of all the strategies surrounding this topic, "making your own" is probably the best one.

Those are just a few of many possible strategies for this tight labor market, but my parting thought is: what are you doing to develop and nurture the great employees you already have? Hopefully you're taking good care of them, training them, and giving them the first shot at those opportunities that have been created. If you haven't, in this "employee's market" someone else might.

ABOUT THE AUTHOR

Steve Anzalone is a featured consultant with PIA, specializing in operational assessments. He was formerly president of the HardingPoorman Group, an industry-leading commercial printer based in Indianapolis. Steve brings more than 35 years of industry experience in graphic arts business and operations management, team building, process improvement, and compliance in support of Fortune 500 customers in the pharmaceutical, medical device, financial services and professional sports markets.

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Unleash Your Workforce for Quality and Innovation

Steven Haedrich
Owner and CEO
New York Label & Box

The greatest asset a company has is its people, but prevailing management doesn't fully appreciate this fact. How do I know this? Companies still routinely lay off their people. A CEO of a Fortune 100 company declared, "People are our most important asset," but then laid off 10% of his people a month later. What message did he send? What did his workers really hear?

So, if we all agree on the simple fact that the workforce has tremendous value, how can we utilize this asset for everyone's benefit? How can we quickly get to a win/win situation?

It is alarmingly simple:

- Listen to employees—truly listen, to understand.
- Give them the tools they need to produce a quality product or service while simultaneously improving the systems they work in.
- Train them to allow them to have pride at work.
- Have a long-term corporate vision and constancy of purpose.

Your workers understand their jobs better than you do. They do their jobs every day. Listen to their ideas, struggles, and challenges, and work with them. Allow for variation since everyone is different. Allow for flexible hours so they can balance work and family. Drive out fear so they may perform better. Stop ranking and evaluating people; it doesn't help anyone. Don't impose quotas; it will only lead to poor quality, cheating, and frustration.

Provide your workers with the tools they need to do their jobs effectively. They want quality as much as you do—maybe more, because they are on the front line every day. Continually improve the systems they work in, because a bad system will beat a great worker every time.

People intrinsically enjoy learning, evolving, and growing. Unfortunately, our educational systems often take the joy out of learning with grades, too much homework, and stress. Your adult workforce needs to learn to advance the business as well as for personal growth. They need to be proud of the job they are doing.

Lastly, you need a long-term vision that aligns company values with stakeholders, your community,

the workers, vendors, and clients. Think cooperation instead of competition. Don't focus on short-term results and quarterly profits.

Another important fact to understand: simply STOP demotivating them. Treat them like adults and don't hover over them. Pay them fair market value wages, get salary off the table, share in the profits, and be fair. Don't berate them in front of others. Research shows the number one reason workers quit is a bad boss. Turnover is bad and it has massive soft costs such as loss of experience, knowledge, and understanding of the business.

Create an environment of trust, cooperation, and collaboration—not internal competition. Create an environment for ideas to flourish. Allow for small mistakes and do it on a small scale. It is better to boil a cup of water than to boil the entire ocean.

The result will be a workforce that is dedicated, loyal, productive, and most importantly, innovative! You will be able to effectively compete and grow market share. We live in a world of low pricing and complexity. It will be up to you if you merely survive (or not) or thrive. Your workers will reward you with quality and innovation. And you will reward them with a mission, growth, and allow them JOY AT WORK!

ABOUT THE AUTHOR

Steven Haedrich is owner and CEO of New York Label & Box, a family-owned, New York-headquartered corporation in operation since 1878. The company specializes in high-quality custom printed products for the cosmetic, healthcare, and nutraceutical markets. After graduating from Georgetown University with a major in Accounting and a Psychology minor, Steven worked as a consultant for Peat Marwick Mitchell, a big eight accounting firm. He subsequently joined New York Label & Box and worked his way up from shipping to sales to management to CEO. Steven is active in the business community and serves on the advisory board of The Deming Institute, a non-profit organization whose mission is to foster an understanding of the Deming leadership philosophy to advance commerce, prosperity, and peace. The institute teaches quality leadership, systems thinking, and how continuous quality improvement strategies can improve individual lives and business operations. Steven is a father of three children: a daughter and two sons.





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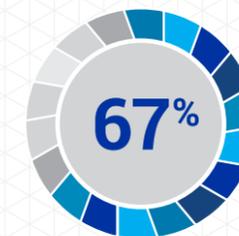
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